

Ministry of
Children and Family
Development

2013/14
Annual Service Plan Report



Ministry of Children and Family Development

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Message from the Minister and Accountability Statement



It is my pleasure to present the *Ministry of Children and Family Development's 2013/14 Annual Service Plan Report*. The past year was one highlighted by many accomplishments as we continue towards achieving our vision of a province where children and youth are healthy and safe, and are supported to reach their full potential.

We opened the Provincial Office for the Early Years, as part of the BC Early Years Strategy, to improve coordination of early years' services across ministries. The office will also lead the implementation of a network of early years centres, which will offer parents and families one-stop convenient access to a range of practical advice, supports and services.

In early 2014, we partnered with the Vancouver YWCA to launch STRIVE, a pilot program to help youth who are transitioning out of government care to gain the life and work skills they need to become independent. The program provides youth with hands-on guidance and mentoring in life skills like financial literacy, time management, decision-making and problem solving that are key to living independently.

The Provincial Office of Domestic Violence – the culmination of many months of work with community anti-violence stakeholders, service providers and cross-ministry partners – released a three-year Provincial Domestic Violence Plan. The \$5.5-million plan delivers on government's commitment to make B.C. a safer place for women, children and anyone who has been affected by domestic violence.

The ministry continues to work with service partners, stakeholders and Aboriginal partners to strengthen services for children and youth with mental health challenges. This year, we implemented a more efficient intake process to reduce wait times for families who need an initial assessment. This initiative is already making a difference. We are also working with our partners to develop a new online service map for families to make it easier to find information about services in their community.

I was very pleased when, earlier this spring, we provided \$2 million in one-time-only funding to a number of agencies and organizations to help increase the number of adoptions across the province. This funding will increase the number of home studies being done so a greater number of families are approved to adopt or permanently care for children and youth.

Our successes would not be possible without the dedication and shared commitment of our partners and ministry staff across B.C. I am privileged to be a part of their team and their commitment to making a difference in the lives of B.C. children, youth and families, each and every day.

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The *Ministry of Children and Family Development's 2013/14 Annual Service Plan Report* compares the actual results to the expected results, as identified in the June 2013 revised *Ministry's 2013/14-2015/16 Service Plan*. I am accountable for these results.

A handwritten signature in black ink, appearing to read 'Scadieux', with a small dot above the 'i'.

The Honourable Stephanie Cadieux
Minister of Children and Family Development
June 23, 2014

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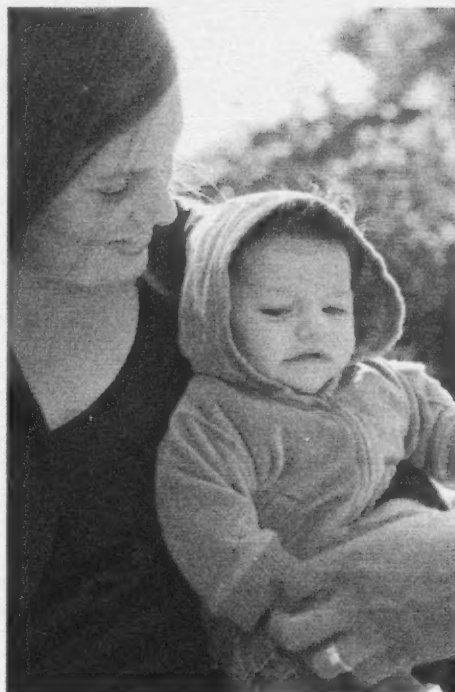
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Highlights of the Year

In 2013-14, the Ministry of Children and Family Development celebrated a number of incredible gains and achievements.

Achieve Service Excellence

- The ministry had four nominated projects in the 2013 Premier's Awards – three in the partnership category and one as a nominee through the Ministry of Jobs, Tourism and Skills Training which was a Provincial Finalist in the Cross Government Integration Category.
 - Burns Lake Recovery (Regional Winner and Provincial Finalist): The ministry, in partnership with the Village of Burns Lake and the Regional District of Bulkley-Nechako, along with several other provincial ministries and other key stakeholders, focused on advancing economic development opportunities including reviewing the timber supply, assisting workers towards retraining or re-employment and ensuring critical community services were maintained.
 - Greater Victoria Regional Domestic Violence Unit (Regional Winner): A strategic partnership involving the ministry, local agencies, police, local municipalities and the citizens of Greater Victoria worked together with the goal of increasing victim safety and offender responsibility in cases of domestic violence while enhancing community partnerships and contributing to excellent working relationships.
 - First Steps Early Childhood Development Refugee Settlement Project (Regional Winner): The ministry provides services to newly arrived government assisted refugee children from birth to five years old and their caregivers in the Lower Mainland, to minimize the impact of trauma and the refugee experience on a child's growth and development, shorten the pathway of integration and provide information on parenting in the Canadian context.
 - Fostering Early Development (FED) Program (Regional Winner): The ministry, in partnership with Vancouver Coastal Health Authority, Developmental Disabilities Association, UBC, Vancouver Native Health Society and two Delegated Aboriginal Agencies in the Lower Mainland, provides early health and developmental screening services for young children in care from birth through age six.



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- On January 31, 2014, Minister Cadieux announced the opening of the Provincial Office for the Early Years, one of the initiatives of the Minister's mandate letter. The establishment of the Office within the Ministry of Children and Family Development is a tangible step towards more effective coordination of early years' services and initiatives across ministries, including increased availability and improved access to child care. The Early Years office will lead the implementation of BC Early Years Strategy and create cross-ministry service delivery approaches to better support families with young children.
- On February 3, 2014, Minister Cadieux along with the CEO of the Vancouver YWCA, launched STRIVE, a demonstration project and partnership between the ministry and the YWCA targeted at improving outcomes for young adults transitioning from ministry care. STRIVE provides support to individual youth through a 12-week program and links to skills, training, employment and other services available through government and non-profit agencies. In addition to providing one on one support, STRIVE focuses on the services and steps that are necessary to take to achieve better outcomes for individual kids. The ministry will evaluate STRIVE outcomes to determine whether to develop similar initiatives in other communities and how best to achieve that. STRIVE provides an accessible and effective service focused on improving outcomes for youth and speaks to one of the initiatives in the Minister's mandate letter.
- On February 5, 2014, Minister Cadieux released the three year Provincial Domestic Violence Plan. Produced by the ministry's Provincial Office of Domestic Violence, the provincial plan was developed in consultation with anti-violence stakeholders, service providers and cross-ministry partners. It charts a common path forward by which current and future resources can be effectively directed and coordinated, to strengthen the systemic response and reduce and prevent domestic violence. This is one of the initiatives of the Minister's mandate letter.
- In December, 2013 the ministry, in collaboration with FORCE Society for Kids Mental Health, expanded the online parent program, BC FRIENDS For Life Parent Program, to include a new 'early years' version, "Fun FRIENDS" (for parents with children ages 4-7), and also enhanced the original program, FRIENDS Child and Youth (for parents with children ages 9-13). These parent-friendly online programs complement the FRIENDS program being offered in B.C. schools. The program teaches children how to deal with worry and stress by learning several skills including dealing with difficulties, recognizing signs of anxiety, relaxation techniques and positive thinking. This expansion has enabled the ministry to reach more parents and equip them to practice and reinforce the FRIENDS-skills with their children at home.

Pursue Continuous Learning and Growth

- In June 2013, the ministry began implementing its Healthy Workplace Strategy in collaboration with service partners, to achieve a positive and healthy work culture. Through a range of collaborative and comprehensive initiatives, policies and practices, employee health and wellness has been and continues to be integrated into the culture, operations and service strategy of the organization. Actions included:

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- Establishing a Healthy Workplace Committee consisting of employees that represent all service lines from across the province
 - Launching the Health Connector – Enhanced Services Partnership Pilot, in partnership with the Public Service Agency (PSA) and the BC Lung Association, to promote health and educate staff on the full suite of the PSA's health and wellness programs and resources
 - Developing an orientation program to ensure that new and returning employees are familiar with the organization's policies and programs, including Occupational Safety and Health and attendance expectations, and
 - Establishing the Learning and Development Committee to help incorporate employee input into planning and prioritizing training opportunities.
- Volume 1 and Volume 2 of the Performance Management Report, the most comprehensive report of demographic data the ministry has ever produced, were released in this fiscal year and offer detailed local level information on services delivered to approximately 155,000 children, youth and families across B.C.

Achieve Operational Excellence

- Focusing specifically on achieving better outcomes for First Nations, Métis and Aboriginal children either at risk of coming into care or already in care, the ministry launched a new program called Aboriginal Service Innovations – Safety and Permanency. This program is targeted at service delivery initiatives under the *Child, Family and Community Service Act (CFCSA)* to strengthen planning and permanency for Aboriginal children in care and develop initiatives to reduce the number of children in care.
- In December 2013, over 125 child care subsidy service providers were using the ICM service provider portal to submit invoices, reducing the time it takes to process their payments. By February 2014, this number had more than doubled, with over 300 service providers using the system.
- Over the past year, the Lean movement has been picking up speed throughout the ministry.



Training targets set for 2013/14 were exceeded with more than 2,700 staff participating. For staff who were keen to increase their knowledge, the ministry expanded and intensified Lean training with full-day Lean workshops held from Victoria to Prince George to Richmond and Surrey. With the goal of creating a Lean culture within the ministry, where innovative ideas aimed at continuous

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improvement are encouraged, employees were invited to submit their suggestions for future projects to the Lean Ideas Program.

- The ministry's transactional programs – Child Care Subsidy, Child Care Operating Funding, Autism Funding and Medical Benefits – have worked on consolidation initiatives this past year to address workload pressures, reduce operating costs and improve service delivery to clients and service providers. Through co-location of staff, workforce improvements (like a joint hiring process and cross-training), budget achievements and five successful Lean events, application processing times have been reduced, duplication of work has been eliminated and operational cost savings have been realized.
- Over the course of the year, the ministry received over 3100 correspondence requests. To ensure that members of the public received more timely responses and to improve the efficient handling of correspondence, the ministry streamlined the drafting and approval process for these requests through the implementation of an online approval system. In November 2013, the Ministry implemented eApprovals, an electronic document approval system that allows users to log, track, share and record official approvals for various types of documents, across all divisions and levels of the ministry.

Purpose of Ministry

The foundation of the ministry's work is in providing effective services to support healthy and safe environments where children are connected to their family and community. The primary focus is to support vulnerable children and their families using a client-centred approach to service delivery that builds on the family's existing resources and capacities. Services are delivered in a respectful, compassionate, strengths-based and culturally appropriate manner to achieve positive outcomes.

Ministry Service Lines

Ministry services are complementary and families may access a combination of services delivered through the following service lines:

- **Early Years Services** support families with young children, provide prevention and early intervention services for higher risk children and their families and support parental choices about quality child care options.
- **Services for Children and Youth with Special Needs (CYSN)** promote the healthy development of children and youth with special needs, maximize their quality of life and assist families in their role as primary caregivers.
- **Child and Youth Mental Health (CYMH) Services** offer a range of mental health services and supports to children and youth with mental health challenges and their families.
- **Child Safety, Family Support and Children in Care Services** include receiving, assessing, and responding to reports about a child's need for protection using the Child Protection Response Model, as well as providing prevention, intervention, support, and care services. Support is provided through referral to community services or through offering support services to enable parents to effectively care for their children. In circumstances where support services are not adequate to enable parents to care safely for their children, placements in quality alternative living arrangements – preferably with extended family – are made for the care and development of children and youth until they can return to their families or transition to permanency.
- **Adoption Services** find permanent families for children and youth who cannot return to the care of their birth parents and provide reunification supports for those who have been involved in a B.C. adoption and are searching for their birth families.

Canada is a signatory to the UN Convention on the Rights of the Child (UNCRC) which requires each province to ensure that the rights awarded to children and youth under this international agreement are reflected in legislation, policies, procedures, programs and services. This international agreement serves as the foundation for the development of the rights of children in care as outlined in Section 70 of the Child, Family and Community Service Act

- **Youth Justice Services** promote the development of law-abiding behaviour primarily through an integrated, multi-disciplinary approach for youth who are in conflict with the law.

Provincially Delivered Services

The ministry's organizational structure has been realigned to better support accountability and provide a platform for effective organizational management and reporting. Ministry programs and services are coordinated through a provincial office located in Victoria and are delivered through 13 geographic Service Delivery Areas that are made up of 47 Local Service Areas. In some service lines, locally delivered services are enhanced through a number of provincially delivered services, including:

- Child Care Operating Funding and Child Care Subsidy
- Early Childhood Educator Registry
- Nursing Support Services, Autism Funding and Medical Benefits
- Provincial Services for the Deaf and Hard of Hearing
- Child and Youth Mental Health FRIENDS Program
- The Maples Adolescent Treatment Centre Services
- Provincial Adoption Services
- Youth Education Assistance Fund
- Youth Custody Services and Youth Forensic Psychiatric Services

Shared Resources

There are three programs that are shared resources with the Ministry of Social Development and Social Innovation:

- Social Sector Information Services Division – provides strategic and operational information management and information technology services, including implementing and supporting the Integrated Case Management (ICM) system;
- Intergovernmental Relations – manages and coordinates the ministries' bilateral and multilateral intergovernmental relations with all levels of government; and
- Legislation, Litigation and Appeals – provides legislation services, manages ministry-related litigation and performs reconsiderations of Child Care Subsidy eligibility decisions.

Provincial Offices

The ministry is also the provincial lead in two major areas. The **Provincial Office of Domestic Violence** is the permanent lead for the B.C. government in coordinating and strengthening services for children and families affected by domestic violence. The office is accountable for ensuring all provincial policies, programs and services related to domestic violence are effective and delivered in a comprehensive and unified way across government. It is responsible for monitoring, evaluating and regularly reporting on progress as well as consulting with

stakeholders to support a coordinated, systemic approach to domestic violence. The office also works with community anti-violence partners.

In addition, the **Provincial Office for the Early Years**, which launched in January 2014, promotes and supports cross-ministry early years decision making. This office will focus on improving the early years program and service delivery across ministries.

Delegated Aboriginal Agencies & Aboriginal Service Partners

The ministry provides services through a number of partners. The ministry works in partnership with Aboriginal communities to improve services and outcomes for Aboriginal children, youth and families. The vision is of Aboriginal children and youth living in healthy families strongly connected to their culture, language and traditions. Key partners in providing services to Aboriginal children and families are Delegated Aboriginal Agencies (DAAs) which, through the development of agreements between the Province and Aboriginal communities, are given authority under the *Child, Family and Community Service Act* to provide child safety, family support, and children in care services and – under the *Adoption Act* adoption services. Further, the ministry works with Aboriginal communities and other Aboriginal service delivery partners to improve access to quality prevention and early intervention services to strengthen Aboriginal families and reduce the number of Aboriginal children coming into care.



Contracted Service Delivery Partners

In delivering its services, the ministry also works closely with over 5,400 contracted community social service agencies and foster homes.

The ministry's partnerships, with the federal government, other provinces and territories, as well as other provincial ministries, ensure the provision of more integrated and coordinated cross-government services to children and families.

Guiding Legislation

The following legislation, which outlines roles and responsibilities for the ministry, Delegated Aboriginal Agencies and contracted community agencies, is administered by the ministry:

- *Child, Family and Community Service Act*
- *Adoption Act*
- *Child Care BC Act*
- *Child Care Subsidy Act*
- *Social Workers Act*

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The proceeding legislation also guides delivery of ministry services:

- Youth Justice Act
- Youth Criminal Justice Act (Canada)
- Community Care and Assisted Living Act
- Mental Health Act
- Infants Act
- Family Law Act

Strategic Context

Over the past few years, strategic priorities and key actions aimed at improving services to children, youth and families have provided the ministry with a strong foundation, a more well-defined structure, and a clearer sense of purpose. MCFD will continue to pursue priority government initiatives, while making strategic and manageable changes to support practice and to make a positive difference for children, youth and families within a challenging context of fiscal realities and changing demographics.

Government Priorities and Minister's Mandate

Our government is committed to building a strong economy in order to sustain strong public services for the citizens of B.C. – services that include world-class health care, education, skills training and social safety nets for those who need them. Along with our focus on job creation and investment in the province, these improvements will contribute to a strong economy and a secure tomorrow.

The Minister's mandate letter speaks to Government's priorities – including a balanced budget, the Early Years Strategy, accessible and effective services for children, youth and families, and regular meetings with the Representative for Children and Youth – and the commitment to continuously improve our social programs to ensure that children and families have the opportunities they need to be successful.

Economic Outlook

British Columbia's real GDP increased by 2.0 per cent in 2013 (according to preliminary GDP by industry data from Statistics Canada), following growth of 1.5 per cent in 2012. Annual gains were observed in consumer spending, manufacturing shipments and exports, while modest declines occurred in employment and housing starts. Several risks to British Columbia's economy remain, including slowing domestic activity, weakness in the US economic recovery, the ongoing sovereign debt situation in Europe, slowing Asian demand and exchange rate volatility.

In response to this challenging economic environment, the B.C. government has made a commitment to control spending and has launched a core review of its responsibilities and structures to identify efficiencies and to drive regulatory reform and other red-tape reduction initiatives.

The ministry is supporting government's overall fiscal discipline through effective budget management, improving processes as part of the cross-government Lean initiative, and clarifying and prioritizing its strategic work. This repositioning and efficient use of our services supports our goal of making the best use of our resources.

Demographic Changes

MCFD currently provides services to about 155,000 children and their families, approximately 17 percent of the child and youth population under 19 years of age.

Aboriginal people in B.C. represent the fastest growing and most youthful demographic in the province. Between 2001 and 2014, the Aboriginal population in B.C. grew by 41 percent – more than two and a half times the growth rate of the non-Aboriginal population (15 percent).

Approximately 42 percent of all Aboriginal people in the province are aged 24 and under, compared with 26 percent of the non-Aboriginal population.

There will continue to be a growing demand for services, as the child and youth population is projected to gradually increase each year. As well, there is a rise in the complexity of needs for those requiring services, along with a greater need for specialized services. About six out of every 100 children and youth in B.C. have a significant special need, and most of those children receive ministry services. At the same time, the demand for services is increasing, especially in areas like autism services and nursing support services for extremely medically fragile children.

Oversight Agencies and Other Review Bodies

The ministry has established strong working relationships with a number of external oversight agencies and other review bodies, including:

- **Representative for Children and Youth (RCY)**, who advocates on behalf of children and youth to ensure services meet their needs, independently reviews and investigates deaths and critical injuries of children and youth receiving services, releases reports uniquely focused on B.C.'s child welfare system, conducts independent audits and monitors and reviews government services. The Minister and ministry staff meet regularly with the RCY as part of the Minister's mandate letter.
- **Child Death Review Unit of the BC Coroner's Service**, which reviews the deaths of all children aged 18 and under in B.C. and uses those findings to prevent other deaths and to improve the health, safety and well-being of all children in B.C.
- **Ombudsperson**, who receives inquiries and complaints about the practices and services provided by public agencies and can conduct impartial and confidential investigations to determine if a public agency is being fair to the people it serves.
- **Office of the Auditor General**, which conducts independent audits and advises on how well government is managing its responsibilities and resources.
- **Public Guardian and Trustee**, which acts as the guardian of the estate of children and youth who are subject to a continuing custody order, does not have a typical review or oversight role but has reported on their role in working with children and youth in continuing care.

Report on Performance

Performance Results Summary Table

Goal 1: Achieve Service Excellence For greater detail see pages 16 to 29		2013/14 Target	2013/14 Actual
1.1 Early Years Children and families are supported with a strong network of coordinated, family-centred, culturally relevant and responsive early childhood development and child care services.		-	-
1.2 Services for Children and Youth with Special Needs Children and youth with special needs will experience optimal development, health, well-being and achievement through improved access to effective and coordinated services		-	-
1.3 Child and Youth Mental Health Services Children and youth achieve and maintain positive mental health and development through timely access to quality prevention programs, supports and treatment <ul style="list-style-type: none">Total number of tele-mental health sessions		75	157 EXCEEDED
1.4 Child Safety Services Effectively addressing child and youth safety and well-being reports <ul style="list-style-type: none">Ratio of Family Development Responses to Investigations		0.7	3.0 EXCEEDED
1.5 Family, Child and Youth Support and Care Services Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs <ul style="list-style-type: none">Of the Aboriginal children having to leave their parental home, the percent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and familyPercent of children in “out of home care” for at least two years who experienced no change in placementPercent of children in care under continuing custody orders whose grade level is as prescribed for their age		61.0% 60.5% 80.4%	63.4% 62.2% 82.4% EXCEEDED EXCEEDED EXCEEDED

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Goal 1: Achieve Service Excellence For greater detail see pages 16 to 29	2013/14 Target	2013/14 Actual
1.6 Adoption Services Children in permanent care with a plan for adoption will be provided with services and supports to facilitate timely adoption placements. <ul style="list-style-type: none"> Percent of Aboriginal children adopted by Aboriginal families 	>73%	55% NOT ACHIEVED
1.7 Youth Justice Services Youth who are in conflict with the law will be supported through an integrated, multi-disciplinary approach to develop law-abiding and prosocial behaviour.	-	-
1.8 Action on Domestic Violence Increased coordination and development of services to improve and strengthen the prevention, early intervention and response to domestic violence.	-	-
Goal 2: Pursue continuous learning and growth For greater detail see page 30	2013/14 Target	2013/14 Actual
2.1 An engaged, skilled, well-led workforce, supported by collaborative partnerships, drives service excellence.	-	-
Goal 3: Achieve operational excellence For greater detail see page 31	2013/14 Target	2013/14 Actual
3.1 Programs and services are provided with the best available human, information management and technology, and financial resources.	-	-

Goals, Objectives, Strategies and Performance Results

The ministry's goals are aligned to three strategic themes: achieve service excellence, pursue continuous learning and growth and achieve operational excellence.

The ministry reports out on six performance measures in this Annual Service Plan Report; however, many other performance indicators are tracked and publicly available in the [Operational Performance and Strategic Management Report](#).

Goal 1: Achieve service excellence

Objective 1.1: Early Years

Children and families are supported with a strong network of coordinated, family-centred, culturally relevant and responsive early childhood development and child care services.

Strategies

- Implement an integrated Early Childhood Development and Child Care service delivery system across all Local Service Areas that provides access to parenting and service information for families with young children, more targeted evidence-informed prevention and early intervention services for higher risk children and their families, and more support for parents making choices about quality child care options.

In response to key findings from public engagement over the last few years on Early Childhood Development and Child Care Services, the ministry designed the BC Early Years Strategy (Strategy) – a more flexible and responsive approach to the changing needs of families – which achieved the following actions under its three goals:

- Access – Consulted with stakeholders to develop funding guidelines and selection criteria to identify up to five test sites for Early Years Centres and developed funding guidelines and selection criteria to support the launch of the Major Capital Program to create new licensed child care spaces. As part of the Strategy, the Ministry of Education amended the *BC School Act* to encourage co-locating child care facilities on school grounds.

- **Quality** – Developed systems requirements in preparation for the new online child care registry and waitlist system; enhanced professional development and training opportunities for child care providers, reviewed occupational standards for Early Childhood Educators, reviewed frameworks for licensed care settings; and created an Early Childhood Educator bursary program.
- **Affordability** – In collaboration with the Ministry of Finance, informed families and service providers about access and eligibility requirements for the new Early Childhood Tax Benefit, which will improve the affordability of child care and help families with the cost of raising young children, along with the need to file their 2013 personal income tax return in order to be eligible for the benefit. Ensuring that registration for this program is implemented is an initiative of the Minister's mandate letter.



The newly created the Provincial Office for the Early Years will lead the implementation of the BC Early Years Strategy and create cross-ministry service delivery approaches that will better support families with young children.

Objective 1.2: Services for Children and Youth with Special Needs

Children and youth with special needs will experience optimal development, health, well-being and achievement through improved access to effective and coordinated services.

Strategies

- Develop a strategy to improve access to school-age therapy services building from an examination of alternate models for the organization and delivery of pediatric therapy services and a mapping of services in B.C.
- Develop a more coordinated approach for children with concurrent mental health and behaviour conditions to better serve children who have complex needs.

- Continue incremental implementation of the Autism Outreach program to improve access to CYSN autism services in rural and remote areas of B.C., focusing on improved support and training for parents and caregivers.
- Review and analyze how Aboriginal children, youth and families living on and off-reserve access CYSN services and identify opportunities for service improvements.

Over the past year, the ministry focused on a number of areas to improve access to CYSN services, reduce waitlists in foundational programs, address overlaps and support children according to age and need.

Working with an external stakeholder group consisting of therapists, paediatric therapy councils, regulatory colleges and a partner agency, At Home Program operational and policy improvements for the durable medical

equipment request process were identified and changes were introduced to make the review process quicker and improve communications with professionals and families.

The ministry's Autism Program is not waitlisted and consists of approximately \$60.2 million to 8,550 children and youth diagnosed with Autism Spectrum Disorder (ASD) and their families. In January, 2014, MCFD provided eligible families in the autism program with a new method of accessing funding, the option of Direct Payment Autism Funding. Funding is provided to the parent or legal guardian at the beginning of their child's funding period, allowing the parent to choose eligible autism intervention services that best suit their child's needs.

The Provincial Outreach Program for Children with Autism began in 2011 to enhance services to children and youth with ASD and their families. A component of this program included a partnership with Douglas College to provide online training to front-line service providers who work with children with autism in rural and remote communities. By the end of this year over 144 students from 47 rural and remote communities across B.C. had taken the on-line course package, resulting in an increase in the number of front line service providers that families can hire in those communities. Work on the development of online webcasts for families about autism also began this year.



Objective 1.3: Child and Youth Mental Health Services (CYMH)

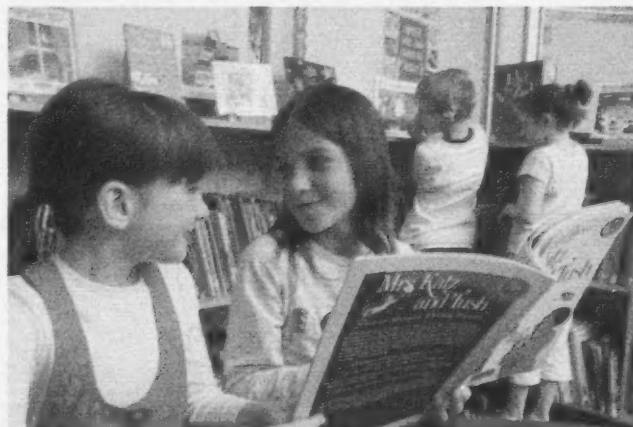
Children and youth achieve and maintain positive mental health and development through timely access to quality prevention programs, supports and treatment.

Strategies

- Improve access to quality services through increased effective and efficient service delivery across Local Service Areas.
- Strengthen the continuum of mental health services and supports at a provincial level.
- Strengthen mental health promotion, risk reduction initiatives, and earlier intervention support for children, youth and their families, including online information and access to group support.
- Review and improve the ministry's approach to Aboriginal Child and Youth Mental Health Services, including, but not limited to, the role of culture and identity in overall mental health and wellness.
- Review existing treatment modalities to confirm that they are evidence based and effective and establish a menu of service approaches and treatment modalities that should be available to address major presenting illnesses and conditions.
- Explore and support opportunities for the use of technology, including how to provide services to rural and remote locations.

Child and Youth Mental Health continued to be a strategic area of focus for the ministry and completed the following actions to improve the quality of services and increase access to services:

- Launched a new CYMH intake model in 10 sites in eight communities around the province to reduce the amount of time required to complete the intake process
- Developed a tool kit of resources that CYMH practitioners can provide to children, youth and families until they receive service. The CYMH Information and Resource Tool Kit will connect families to print, video and website resources and is expected to be released in the early summer of 2014



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- Co-led provincial expansion of the Safe Relationships, Safe Children project, now underway in 21 B.C. communities, with Ministry of Health and the Health Authorities. Health and Social Service providers in these communities are working collaboratively using new tools, resources and processes to better identify adults with parenting roles and provide support when mental health, substance use and /or domestic violence issues may create risk to the safety of their children and families.

Performance Measure 1: Number of tele-mental health sessions.

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Total number of tele-mental health sessions	24	120	75	157	135	145	160

Data Source: BC Children's Hospital

Discussion of Results

Tele-mental health sessions are provided through the use of videoconference equipment and similar technology to help improve access to mental health services. The ministry uses tele-mental health to connect children and youth receiving Child and Youth Mental Health services to psychiatrists located at BC Children's Hospital in Vancouver.

The growth of tele-mental health is evidenced by the strong numbers posted for this measure. The ministry engaged in 157 direct clinical tele-mental health sessions in 2013/14, which more than doubled the target of 75. Strong partnerships in the involved communities, as well as between the ministry and BC Mental Health and Addictions, played a big role in this success. In addition to using its own tele-mental health sites, the ministry has partnered with Health Authorities and other community agencies to allow children and youth and their families to access tele-mental health from other sites in many smaller communities in northern B.C. (for example, in Gitanmaax, Gitwinksihlkw, Telkwa, Gitsegukla, Hazelton, and Greenville).

These sessions have been a positive experience for children, youth and families, providing expedient access to high quality psychiatric consultation without the cost of time away from work and long distance travel. Timely consultation has reduced waiting times and provided support so that children and youth can continue with community based care or transition to in-patient services as needed. Clinicians report that tele-mental health services support them in their assessment and treatment planning for patients who cannot travel to the Lower Mainland for treatment.

MCFD is continuing to enhance its capacity to deliver tele-mental health through its community-based Child and Youth Mental Health teams, both with existing and new partners.

Child Safety, Family, Youth and Children in Care Services

Objective 1.4: Child Safety Services

Effectively addressing child and youth safety and well-being reports.

Strategies

- Continued implementation and evaluation of the Child Protection Response Model.

The ministry has reviewed and revised the Child Protection Response policies to provide clarity for delegated staff on the Child Protection Response Model. Child Safety teams across the province will receive refresher training on the revised curriculum for CPRM and Structured Decision Making tools.

Performance Measure 2: Ratio of Family Development Responses to Investigations.

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Ratio of Family Development Responses to Investigations	0.46	2.2	0.7	3.0	4.8	5.7	6.7

Data Source: Integrated Case Management System

Discussion of Results

A number of families need extra support to provide safe and nurturing care for their children. Under the *Child, Family and Community Service Act*, child welfare workers assess every report about a child's need for protection and respond through the Child Protection Response Model with a variety of approaches including: Family Development Response (FDR), Child Protection Investigation Response and Youth Services Response.

Family Development Response is the preferred response when the circumstances do not involve severe abuse or neglect and families are able and willing to participate in collaborative assessment and planning. FDR focuses on keeping a child safe while living in the family home and, through the provision of services, works to address safety issues by building on the family's strengths and support systems. This response does not include determining findings of abuse or neglect, but does involve an assessment of safety.

This performance measure compares the use of FDR to the use of investigations. The ratio rises as the use of FDR increases and the use of investigations decreases. For example, a ratio of 0.5 means that the number of completed FDRs was half the number of completed investigations. A

ratio of 1.0 means that an equal number of FDRs were completed relative to the number of completed investigations.

The ministry exceeded its target of 0.7 due to a stronger than anticipated use of FDR.

Objective 1.5: Family, Child and Youth Support and Care Services

Children and youth will grow up in safe, stable environments that promote permanency and meet their emotional, cultural and developmental needs.

Strategies

- Review and recommend improvements to family services at the Local Service Area (LSA) level, focusing on addressing identified high frequency needs of families seeking or referred for services.
- Continue focused work on strategies to reduce poverty. Continue implementation, action research and evaluation on work undertaken and identify opportunities for expansion across additional communities.
- Continue to focus on increasing effective community-based initiatives that support Aboriginal children and youth living in strong healthy families.
- Building on recommendations from the joint ministry/Federation of Community Social Services of BC 2010-12 review project, implement changes for a more integrated community-based service system for children and youth residing out of the parental home.
- Ensure that children, youth and families receiving services are engaged in helping relationships based on clear, evidence informed standards.
- Design and implement integrated team structures at the community level, including ministry and/or DAA teams, Community Social Service Agencies and foster parents, focused on providing quality care and better meeting the developmental needs of children and youth in care.
- Link foster caregivers into a multidisciplinary hub to increase clinical and practice supports and oversight.
- Develop and expand Post-Majority Services and Supports in collaboration with other ministries, non-governmental organizations, educational institutions, and the private sector to better support young adults transitioning from care or youth agreements up to age 24.

Rooted in the findings of the 2012's *Residential Review Report*, a number of strategic initiatives have commenced to improve care, support and outcomes for children and youth in government care, including supports to children and youth with complex care needs and services for young adults.

Ministry of Children and Family Development

The ministry developed screening criteria to identify children and youth with complex needs, established a six bed provincial resource, set up a Provincial Outreach team and screening committee, hired and trained outreach staff, and rolled out a frontline local approach in six Service Delivery Areas, using a program called Complex Care and Intervention, as part of the outreach clinician role.

STRIVE, a 12 week program for young adults was launched to support individual youth with links to skills, training, employment and other services as they transition from ministry care.

Performance Measure 3: **Aboriginal children cared for through Aboriginal communities and providers.**

Performance Measure	2008/09 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Of the Aboriginal children having to leave their parental home, the percent that receive services delivered by Delegated Aboriginal Agencies, Aboriginal foster care providers or Aboriginal friends and family	53.2%	61.2%	61.0%	63.4%	63.5%	64.0%	64.5%

Data Source: Management Information System/Social Worker System, Integrated Case Management System, and Resource and Payment System

Discussion of Results

Aboriginal children are disproportionately represented in the child welfare system. Ensuring that Aboriginal children who have had to leave their parental home receive services through an Aboriginal service system strongly connects them to their culture and traditions. This may over time help to lessen the percentage of Aboriginal children in care.

Aboriginal children having to leave their parental homes can receive culturally appropriate services either through a Delegated Aboriginal Agency or through the ministry. Of the Aboriginal children who had to leave their parental homes, this measure is the proportion of these children who are being served by Delegated Aboriginal Agencies, or are receiving ministry services delivered by Aboriginal foster care providers or Aboriginal friends and family.

The ministry continues to expand Aboriginal service delivery options so that Aboriginal children have a strong and ongoing connection to their culture and traditions. The ministry exceeded its 2013/2014 target for this measure, with 63.4% of Aboriginal children that had to leave their parental home receiving services from Delegated Aboriginal Agencies, Aboriginal foster care providers, or Aboriginal friends and family. The 2013/14 result was a 2.4 percentage-point increase over the previous year.

Ministry of Children and Family Development

The number of Aboriginal children who remain connected to Aboriginal caregivers is expected to increase.

Performance Measure 4: Children in "out of home care" for at least two years who experience no change in placement.

Performance Measure	2008/09 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percent of children in "out of home care" for at least two years who experienced no change in placement	54.1%	62.1%	60.5%	62.2%	63.1%	63.6%	64.1%

Data Source: Management Information System/Social Worker System, Integrated Case Management System, and Resource and Payment System

Discussion of Results

Stability is essential for children to develop a sense of belonging and identity as they cope with separation from their families. Some placement changes are necessary and can be beneficial in ensuring the right fit for the child or youth, but minimizing moves while in care increases their sense of stability, identity and belonging. With increased ministry use of strengths-based assessments of the child and family, the percentage of children who experience no change in placement is expected to increase over time.

In this measure, "out of home care" includes children living with foster parents or with relatives for protection reasons. This measure is the proportion of these children who remain in the same placement for at least two years. In 2013/14, 62.2% of children who were in "out of home care" for at least two years remained in the same home. The ministry exceeded its 2013/2014 target for this measure.

Performance Measure 5: Children under a continuing custody order whose grade level is as prescribed for their age.

Performance Measure	2010/11 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percent of children in care under continuing custody orders whose grade level is as prescribed for their age	78.8%	82.2%	80.4%	82.4%	83.1%	83.5%	83.9%

Data Source: Management Information System/Social Worker System, Integrated Case Management System, and Ministry of Education enrolment data

Discussion of Results

This measure identifies children served by the ministry under a continuing custody order whose grade level is as prescribed for their age. The ministry exceeded its target of 80.4% in 2013/14 with an actual result of 82.4%. This measure provides insight into whether children in the long term care of the ministry are moving through B.C. curriculum as expected – an indicator of their level of success in the education system.



The ministry continues to work with the Ministry of Education, consistent with the Joint Educational Planning and Support for Children and Youth in Care: Cross-Ministry Guidelines. These guidelines were created to help social workers and teachers improve information sharing, strengthen practice and joint planning, and promote effective communication among educators, school-based teams, child-welfare workers, caregivers and family

members. Designated staff members within each school oversee the planning and monitoring of educational success for children under a continuing custody order, and review their achievements and ongoing needs.

Objective 1.6: Adoption Services

Children in permanent care with a plan for adoption will be provided with services and supports to facilitate timely adoption placements.

Strategies

- Actively work with Aboriginal community stakeholders to promote culturally appropriate permanency planning and culturally appropriate adoption of Aboriginal children in care

The ministry is improving its support for timely permanency planning for children and youth through direction to social workers on new care plan template, implemented in June 2013. Over 1,400 social workers received training on the care plan, and orientations will continue for new staff. An intranet site was also developed for guardianship, with a focus on quality care plans. The ministry developed a permanency planning project to increase the number of children placed for adoption, for transfer of guardianship and in out of care options.

Ministry of Children and Family Development

An infusion of \$2 million in one-time only funds was used to contract with ten service providers to reinvigorate adoption and permanency to help children and youth find permanent, forever homes.

Performance Measure 6: Percent of Aboriginal Children Adopted by Aboriginal Families.

Performance Measure	2011/12 Baseline	2012/13 Actual	2013/14 Target	2013/14 Actual	2014/15 Target	2015/16 Target	2016/17 Target
Percent of Aboriginal children adopted by Aboriginal families	68**	73	>73	55	Improvement*	Improvement*	N/A

Data Source: Adoption Management System, as of May 14, 2014

*Over previous year's rate

** The Baseline retroactively changed from the previously reported 65 to 68 once all adoptions for that year finalized and data entry was completed.

Discussion of Results

Aboriginal children continue to be disproportionately represented in continuing care, and remain in care longer than non-Aboriginal children. Historically, Aboriginal communities have objected to the adoption of Aboriginal children outside of their Aboriginal families or communities and have requested a moratorium on adoptions. The ministry is currently working with First Nations to address the complexities of developing and delivering culturally competent permanency services and supports to Aboriginal children in care. This measure speaks to the percentage of Aboriginal children who attain permanency through adoption by Aboriginal families.

The ministry exceeded its target for 2012/13, but did not meet its target for 2013/14. As a result, there has been a refocusing of strategies and energies for the next fiscal year as the ministry implements the permanency planning project for children in care.

Objective 1.7: Youth Justice Services

Youth who are in conflict with the law will be supported through an integrated, multi-disciplinary approach to develop law-abiding and prosocial behaviour.

Strategies

- Continue to improve gender-specific and gender-sensitive services for female young offenders.
- Continue to improve programs and services for Aboriginal youth involved in Youth Justice Services to better connect with their culture and community.

- Continue to enhance programs and services to engage and involve families of youth involved with Youth Justice Services.

British Columbia is recognized as having one of the most progressive and effective systems of youth justice services in the country. In an environment where most jurisdictions are experiencing declining youth custody populations, B.C. continues to have one of the lowest youth custody rates in all of Canada. The reduction in the custody count has been partially attributed to the improvements made over the last few years to support custody programs – implementing culturally appropriate program measures, expanding availability of family participation and supporting gender sensitive and responsive program measures.

There continues to be an emphasis on service improvement, including staff training, implementing a motivational practice and trauma-informed work with youth in custody and in the community.



Objective 1.8: Action on Domestic Violence

Increased coordination and development of services to improve and strengthen the prevention, early intervention and response to domestic violence.

Strategies

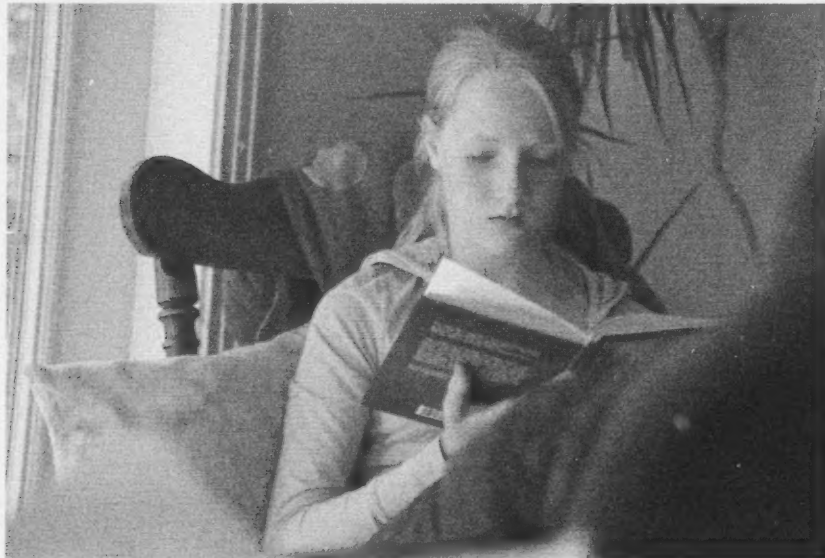
- Provide ongoing leadership and accountability for the implementation of the action plan, *Taking Action on Domestic Violence in BC*.
- Monitor the implementation of the three-year provincial plan to continually improve and strengthen the effectiveness of domestic violence policies, programs, and services.

This last fiscal year, the ministry continued to improve and strengthen the effectiveness of domestic violence policies, programs and services through:

- Publicly releasing the three year *Provincial Domestic Violence Plan*
- Supporting and monitoring the delivery of ongoing training on recognizing and responding to the dynamics of domestic violence, including risk factors. Training has been delivered to police, education, child welfare, employment assistance and family law professionals
- Completing extensive consultations with the public and anti-violence stakeholders to identify gaps in services, increase public awareness, and inform future planning, and

Ministry of Children and Family Development

- Providing domestic violence case studies for Advanced Threat and Risk Assessment training, as part of supporting the ERASE Bullying strategy, an initiative outlined in the Minister's mandate letter initiative.



Goal 2: Pursue continuous learning and growth

Objective 2.1: An engaged, skilled, well-led workforce, supported by collaborative partnerships, drives service excellence.

Strategies

- Develop and implement an organizational research and learning system.
- Develop and implement a comprehensive learning, development and training plan to support quality service delivery.
- Continuing to implement and evaluate the clinical supervision training modules.
- Support training, implementation and evaluation of helping relationship practice across all direct service teams in provincial and regional ministry programs, Delegated Aboriginal Agencies, and contracted Community Social Service Agencies.
- Increase organizational cultural competency through experiential exposure to First Nation and Métis cultures, and mentorship by First Nation elders and members.
- Develop and implement a healthy workplace strategy.
- Implement Service Quality and Operational Evaluations for all services provided at the Local Service Area level.

In support of an organizational research and learning system, a Shared Research Agenda was released in June 2013 following a thorough consultation process with ministry staff, representatives from community social service agencies, post-secondary institutions and youth to identify where greater research might enrich services. Since its release, the ministry has been working to identify opportunities to complete related research, including aligning the Shared Research Agenda with a graduate level research course that is funded by the ministry, in which students complete research in partnership with ministry staff. In the past five years, over 30 research projects have been completed through this course.

The ministry entered into a partnership with Practice and Research Together to develop and improve the competencies of Team Leaders in the province. Clinical Supervision training was provided to all Child Protection Team Leaders and arrangements for the completion of a final evaluation are underway.

The ministry has shifted operationally from Service Quality Evaluations to compliance audits and have a model and schedule of audits in place. Audits were completed in four Service Delivery Areas this year.

Employee health and wellness continues to be integrated into the culture, operations and service strategy of the ministry. An action plan was developed for the Healthy Workplace Strategy in collaboration with the Healthy Workplace Committee. The plan has tangible actions to support meaningful healthy workplace changes.

Goal 3: Achieve operational excellence

Objective 3.1: Programs and services are provided with the best available human, information management and technology, and financial resources.

Strategies

- Improve the ministry's information management, reporting and analysis capacity to provide enhanced public reporting.
- Continue to develop and implement evidence informed standards and practice guidelines to enable and guide service delivery.
- Strengthen the ministry's change management capacity, through the use of tools like Lean, to improve efficiency.
- Improve the ministry's cost management capacity.
- Implement a standardized contracting approach and routine quarterly reporting to strengthen procurement and contract management processes.
- Continue to develop and implement the Integrated Case Management system to support improved planning and information sharing among practitioners.

The ministry launched several Lean process improvement projects this year, and a number of improvements are currently underway. Two projects have moved into the control phase of Lean and a number of savings have been realized, both financially and in reduced processing times for files and applications.

The ministry continues to improve its management information systems and analysis to better support operational and strategic decision making. A new common forecasting and financial reporting tool was implemented throughout the province. Volumes 1 and 2 of the semi-annual report on service-level outcomes, performance and operational metrics were released and reporting has been expanded to include data for Aboriginal children, youth and families.

Standardized procurement, contract management, reporting and financial policies and processes are being implemented through a contract management manual and standard operating procedures.

The ICM project wrapped up eight months of system design changes in January 2014, based on feedback from front line workers. These design changes are now being shared directly with practitioners to ensure that they capture and address the ideas and concerns previously brought forward. The team – which has been strengthened with the addition of 25 front-line practitioners – is also developing an approach to test the designs once they have been built into the system.

2013/14 Report on Resources: Summary Table

Core Business Areas	Estimated ¹	Other Authorizations	Total Estimated	Actual	Variance ²
Operating Expenses (\$000)					
Early Childhood Development & Child Care Services	264,121		264,121	246,886	(17,235)
Services for Children & Youth with Special Needs	292,328		292,328	308,662	16,334
Child & Youth Mental Health Services	78,707		78,707	78,664	(43)
Child Safety, Family Support & Children in Care Services	499,120		499,120	505,185	6,064
Adoption Services	26,543		26,543	28,906	2,363
Youth Justice Services	46,127		46,127	47,381	1,254
Service Delivery Support	120,041		120,041	112,427	(7,614)
Executive & Support Services	18,052		18,052	15,068	(2,984)
Sub-Total	1,345,039		1,345,039	1,343,179	(1,861)
Adjustment of Prior Year Accrual ³				(1,874)	(1,874)
Total	1,345,039		1,345,039	1,341,304	(3,735)
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Executive & Support Services	1,352		1,352	1,341	(11)
Total	1,352		1,352	1,341	(11)
Other Financing Transactions⁴ (\$000)					
Executive & Support Services Human Services Providers Financing Program					
Receipts	31		31	31	0
Disbursements					
Net Cash Source (Requirements)	31		31	31	0
Total Receipts	31	0	31	31	0
Total Disbursements	0	0	0	0	0
Total Net Cash Source (Requirements)	31	0	31	31	0

¹ The amounts in the "Estimated" column correspond to the Estimates budget presented to the Legislative Assembly on June 27, 2013.

² Variance² represents "Actual" minus "Total Estimated."

If the "actual" is greater than the "Total Estimated," the "Variance" will be displayed as a positive number.

³ The Adjustment of Prior Year Accrual of \$1.874 million is a reversal of accruals in the previous year.

Explanation of Resource Summary

Operating Expenditures

The 2013/14 Ministry budget is based on assumptions contained within the *2013/14 - 2015/16 Service Plan*.

The Ministry Operations Vote ended the year with a net surplus of \$1.861M or 0.14% of the annual budget prior to the accounting entry for Adjustment of Prior Year's Accrual.

- The Early Childhood Development and Child Care Services core business surplus variance of 6.53% to annual budget is primarily the result of a reduction in Child Care Subsidy expenditures due, in part, to the impact of the implementation of full day kindergarten and a surplus incurred during the developmental phase of the BC Early Years Strategy.
- The Services for Children and Youth with Special Needs core business deficit variance of 5.59% to annual budget is primarily the result of increasing demand for specialized provincial services programs for autism funding and nursing support services.
- The Child Safety, Family Support and Children in Care Services core business deficit variance of 1.22% to annual budget is primarily in programs that minimize the risk of children coming into care. There were also cost increases for legal services due to the implementation of the Provincial Sales Tax.
- The Adoption Services core business deficit variance of 8.90% to annual budget is primarily the result of increased investments in permanency.
- The Youth Justice Services core business deficit of 2.72% to annual budget is due to the reduction of federal recoveries from Justice Canada for high priority community based programs.
- The Service Delivery Support core business surplus variance of 6.34% to annual budget is primarily the result of savings from cost-management directives and the managed staffing strategy affecting the restriction on hiring for non-front line positions.
- The Executive and Support Services core business surplus variance of 16.53% to annual budget was used to offset deficit spending in the other Core Business areas.

Annual Service Plan Report Appendices

Appendix A: Ministry Contact Information

General Ministry Enquiries:

Client Relations: **250 387-7027** (in Victoria), or toll-free: **1 877 387-7027**
or E-mail: MCF.CorrespondenceManagement@gov.bc.ca

Ministry Mailing Address:

PO Box 9770 Stn Prov Govt
Victoria BC V8W 9S5

Appendix B: Hyperlinks to Additional Information

About Us

www.mcf.gov.bc.ca/about_us/index.htm

Contact Us

www.gov.bc.ca/mcf/contacts.html

Ministry's Homepage

www.mcf.gov.bc.ca

Residential Services Review

<http://www.mcf.gov.bc.ca/foster/pdf/Residential%20review%20phase%201%20summary%20report.pdf>

Operational Performance and Strategic Management Report

http://www.mcf.gov.bc.ca/about_us/pdf/mcfd_opsm_mar_2013.pdf

Integrated Case Management

www.integratedcasemanagement.gov.bc.ca

Key Partners:

Representative for Children and Youth

www.rcybc.ca/

Community Living British Columbia

www.communitylivingbc.ca/

Ombudsperson

www.bcombudsperson.ca/

Public Guardian and Trustee of British Columbia

www.trustee.bc.ca/